

Challenger Session Notes  
Afternoon  
Nov. 30, 1999

- Presentations were basically on target.
- NBAA: What will you do with today's feedback? ANSWER: Summary, and in a month, our deliberations on your comments. FAA first cut this Friday. May be follow-ups with small industry groups. Comments will be fed back into our decisions, programs, strategies.
- Summer of 2000 and FAA's response to delays will be crucial. Include customers in our deliberations. Need a plan in place by January/February 2000.
- Inside FAA: How does FAA plan to work with Congress and congressional concerns, since they hold the purse strings?
- John Kern, Northwest: One idea is to build a business plan that is so compelling that Congress will buy it. Consequences of not modernizing ATC clearly spelled out – consequences to the nation. FAA and its allies telling the same story. We did it with Free Flight; have to do it for modernization overall.
- Jerry Harrison, Motorola: Leverage your accomplishments. Y2K is an example. When these sessions first started it was we/they. Now "they" is Congress. They should be involved to get their feedback as well. They are invited; need to get them here.
- Charlie Priester, NATA: The "turbulent triangle: We haven't talked about the public. They need to be reminded we have the finest air transportation system in the world and what it means to them. A national awareness program.
- Steve Alterman, Cargo Airline Assn: In system efficiency, theme that industry is not satisfied with the pace of modernization. Need to say we will do it quicker, say how much quicker, then plan for and do it. RESPONSE: There are things we can and should do quicker, and there are some things we would like to do quicker and cannot – FAA culture needs change – a work force that feels it doesn't have the tools it needs. Sometimes the technology just isn't ready. One thing we do well is respond to a single mission in a "fire drill" situation. Need the motivation to take on some of the critical programs and move them forward that way.
- Dave Jones, United: Obstacles to change – there is technology airplanes have had for 15 years that we are only beginning to take advantage of. Need procedures, and that needs getting agreement and moving on with it. Execute, not (just) plan. RESPONSE: The comment is on target. Main challenge of a highly decentralized system means we need to do a better job of executing quickly in a standardized way.
- FAA fails publicly, not privately. How does private sector deal with similar technology issues?
- The British have a new en route center on the south coast. They told the world about it, and were viewed as a failure when it didn't come in on time. It wasn't a complete failure, but it is embarrassing when done in the public arena. Not everything will work as desired.
- Kate Brainham, NAATS: A bit upset about comment that unions getting too much power over technology, and felt pretty good about leading from bottom. Need technical advice from the field or you won't get it right. Look at it objectively, constrain it if needed, but get it. Need the technology, need the staffing, treat the advice as the advice of professionals.

- Phil Boyer, AOPA: We're at a unique time – have a relatively good, safe system. We have a lot of tools in the aircraft we're trying to integrate into the system, but we have a good system to integrate it into. We can and should experiment, but without haste or rashly. It is a real chance to allow approval of these things as long as the existing system is in place. Once existing systems are dismantled, and there are only 1-2 means of navigation, there will be less freedom to experiment.
- We haven't talked much about airports and runways. We cannot speed up airports and runways. Have to plan ahead. Also airports for general aviation.
- On procedures, FAA agrees that we have the potential to use new systems to see how things work when overlaid, but do it with intelligence, not using systems in ways they weren't designed. That is how it is happening now.
- John Kern, Northwest: Will Monte, as Deputy, continue his role as COO? To push FAA to be more businesslike.
- Struck by interaction between dispatchers and controllers. 3 nodes: Aircraft capabilities, capabilities in our operations centers. One idea some airlines have supported is tying those information bases together to share it and the combined expertise and use it better.
- Larry Smith, Motorola: We've talked cause, but not effect. The effect of lack of predictable investment, lack of confidence in FAA, lack of planning on the industry and industry confidence in the system.
- Steve Zaidman: Business planning – we plan based on anticipated revenues, then we don't get the revenues and it sinks the plan. Will we have the discipline to create a plan based on our actual revenues and that is achievable with our personnel and resources?
- Ken Shapero, UPS: 2 aspects of budget – going to Congress to get what FAA needs, and then using it wisely and executing within budget. Is budget an excuse?
- Steve Wurst, Space Access: One way to do it is to decide what NOT to do. Another way is to work in partnership with industry to develop a business plan that we can go forward with together and get funded. The key is showing the government and the public the profits THEY will reap from it. May include industry dipping into its pockets, so that it gets the benefits later on as well. Industry and FAA have to work together first. FAA and aviation industry work well together; commercial space industry wants to work together as well. Looking to be recognized as a full partner. Federal AEROSPACE Administration.
- How can it be a good business plan if it doesn't get funded??? BUT – FAA has some real competitors when it goes to the hill – the environment, education, children – it ain't easy.
- If something is essential to operation, it would be imperative we come up with a plan that the funders will buy. It is not happening with airspace planning. We haven't gotten together with industry and FAA on something compelling that gets Congress' approval. Free Flight is as close as we have come, because we did it that way.
- Dick McAdoo, USAirways: As you build the program, you have to come up with a timeline you have to live with. No more slippage. Will we address the same list of items next year? Especially if they are high priority. When do we commit to execution and action?
- Peggy Gilligan: Hope to finalize ASAP AC; meeting the end of the week. But data protection is not an easy issue, and we are out front of a lot of people and agencies. We think we are close now, but it has been a hard road. Hard to convince someone that someone who broke a rule shouldn't be punished. We have to show that we will get MORE safety that way than just through enforcement. It isn't an easy sell.

- Call us Friday at 4 on ASAP. 267-3111.
- Pete West, NBAA: Need to understand how complex the aviation system is even compared to space travel. JFK brought space to the national attention. We are working with FAA and the Administrator on making the case that aviation is a national imperative. Have to get the President involved.
- Dave Jones: Example of a technology program with successes and failures: the Boeing 777. Boeing committed to getting it out quickly, FAA committed to concurrent ETOPS certification, it got done. Didn't get everything everyone wanted on the airplane, but it was done and at the time specified.
- Jim McKenna, Aviation Week: 10 years ago a Fokker accident – ice on the wings. Within 8 months, FAA and the industry had a plan for de-icing in place and slots at airports. Contrast that to the movement that has not happened on last summer's delays. What does it take short of catastrophe to get the industry to come together on industry and FAA priorities, so they can move forward together on the Hill?
- Steve Kalish, Computer Sciences Corp.: Consider John Kern's suggestion? We're asking everybody to assign somebody to the project and send them to Mitre.
- Back to Jim's question: What will it take for FAA and the industry to come together on joint priorities?
- FAA and industry asked for about \$10 billion and got about \$10 billion – but for different purposes. Industry didn't really get together on what it wanted. AIP got increased at the expense of other programs. Need support for FAA across the board, not just for certain programs.
- Ed Bolen, GAMA: We could do a lot by going to Capital Hill together on modernization — but we have gotten diverted by privatization, user fees, and other issues. We need to get agreement on where and how we move forward, and until then we will fight each other.
- FAA needs credibility. Industry needs credibility. The Summer 2000 plan is the key to getting that credibility.
- Jane Rudolph -- Lockheed Martin: Summer 2000 plan may help, but it won't fix credibility by itself. There is no easy fix. Private sector doesn't do everything in the public eye, subject to criticism. Summer 2000 won't atone for AAS. Maybe a combination of things – the plan, industry and FAA going forward together, and other things. Modernizing the system as a whole.
- Jerry Wright, ALPA: ALPA is developing a multi-year program for system modernization. FOQA has tremendous value for both safety and the industry's success. The issue of readbacks has tremendous importance to pilots and controllers.
- FOQA: Feel we have made progress with Dept. of Justice and others, but a ways to go. ASAP further along.
- On interpretive rule, the fact that it didn't have the outreach of other programs is correct, but FAA has seen it more as a clarification of the controllers' and pilots' role, not a change. If there are areas where you (industry) see difficulties, you need to bring them forward.
- On FOQA, 6 operators are in a pilot program, the rule is moving forward; it will help when it comes out. Gratified industry is moving forward now, without it.

WHAT WILL WE DO WITH WHAT WE HEAR TODAY?

3 “Take Aways”. We can’t do them alone.

1. Spring/Summer 2000 Plan. A group met and made 21 recommendations on reducing delays. One was a team to get ready for next spring. They have a list, FAA has a list, and there are others. The charge – use the core group of people from last August, expand it with other airline representatives, to make sure FAA gets a clear understanding – a list of procedures, policies, and new tools to put into place by next Spring. Doable, affordable, has to make a difference. Procedures, many communications-oriented. Possibly a “game book” for daily actions. We need the recommendations by 12/31.
2. Prioritizing budget submissions: the capital budget. The 2001 budget is close to in place. It is at OMB. For that budget, once public, FAA will host a forum to discuss what is in it.
3. FAA has many plans, which must come within targets given us by OMB. FAA is working with RTCA to set up capital investment priorities with the industry. Free Flight is fully funded in 2001 – because we have consensus on it and people can see payback. If we can reach consensus through RTCA on key projects, we will be successful. Dan Meehan is studying past business plans to learn from them and doing better ones in the future. We commit to do a new business plan that learns from the past, includes industry input and considers industry payback.

FAA will designate someone to pull it together.

Delta commits to participate and help.

United is committed – Jim Holwiger.

John Kern, too.

Question: Explain RTCA process a little more and how it gets to things like OASIS. ANSWER: RTCA doesn’t cover the waterfront – OASIS or WAAS. RTCA process to prioritize things from a budget perspective, but also a business plan that includes ALL the projects.

On the business plan: Study past business plans, learn from their problems, and build a better plan. A better and more systematic look at the future that explains what the core competencies are, what FAA focuses on, and what is delegated. Packaging and telling a compelling story.

Walt Coleman: This afternoon the focus has been on system efficiency. Need to ensure that the business plan addresses technical, funding problems, rather than using them as an excuse. Get systems accepted and in the system sooner. Accelerated modernization.

FAA heard a commitment from the aviation community to work with FAA on its three “take aways”.

Industry commitments?

Next year the General Aviation Coalition changes its leadership. It will be more project-oriented. FAA and the Administrator should assign the Coalition some tasks and the Coalition will take them on. That includes building consensus, providing assistance, and indicating what it can and cannot live with and where it can work with FAA.

Paula Bline: Airports people will continue to provide early comments on AC's and to provide a schedule of where it will provide comments to help focus AIP funding on more productive uses. Also will be a part of the coalition pressing for a new reauthorization.

Larry: Continue to feed back to FAA when we see disconnects. For example, the NEXCOM budget and what is promised next year.

Dave: On Plan 2000, suggest that to increase focus on it, have a Spring FAA/senior industry get together to discuss it, maybe follow up every 60 days or so.